



ENCATC news

A monthly e-newsletter for the latest in cultural management and policy

ISSUE N° 120

DIGEST VERSION FOR OUR FOLLOWERS





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NOTE FROM THE EDITOR

Dear colleagues,

Welcome to the newest issue of *ENCATC News* for your latest on cultural management and policy!

The start of the academic year was a busy time for ENCATC as we held our 2018 Annual Congress on Cultural Management and Policy in Bucharest, Romania from 26-29 September. I invite you to read two interesting contributions in this newsletter from the Congress! The first is the article **"26th ENCATC Congress: Beyond European Year of Cultural Heritage – Key Reflections"** by Maria Sharon Mapa Arriola, De La Salle-College of Saint Benilde in the Philippines (page 7). The second, **"New renaissance and imaginaries for citizens"** is from our member, Paul Dujardin, CEO of the Centre for Fine Arts BOZAR (page 21). We've also got more highlights from the Congress so be sure to check them out!

Now looking forward and to help you prepare for the next months, we have our events calendar. See your upcoming ENCATC activities taking place in Japan with the **2018 ENCATC International Study Tour** and **ENCATC Academy on Cultural Policy and Cultural Diplomacy** which are going to Tokyo for the first time this 5-9 November! While in Europe, our final meeting in 2018 of the **ENCATC Working Group on Evaluation** and our **Annual Policy Debate** will be taking place on 13 November in Antwerp, Belgium. To round out your agenda, ENCATC members also have a must-see list of open calls and opportunities that are coming their way.

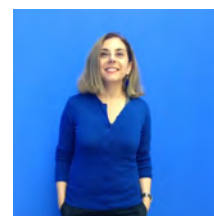
In these pages you'll also learn about our **newest members joining from 11 countries**, as well as calls, new publications and announcements from members in Croatia, Finland, France, Italy, Poland, Spain, and the United Kingdom.

This month's ENCATC in **Contact Interview** is with the Technical University of Košice who shares why they've joined the network. Also, learn how this higher education institution in Slovakia hopes to contribute to our mission as well as the activities and projects it's working on that are interesting and important for ENCATC members and stakeholders.

ENCATC and its members are also active in several **European projects**. What's been happening in training and lifelong learning for professionals working in cultural heritage and audience development? How can you integrate the outputs of these projects into your teaching, training and research? Be in the know and stay tuned so to be the first to take advantage of the knowledge coming out of these projects!

With lots of new content, ideas, and new opportunities for you to take in, I wish everyone happy reading and success on the paths that open from the knowledge and possibilities gained in your October issue of *ENCATC News*.

Yours sincerely,



GiannaLia Cogliandro Beyens
ENCATC Secretary General

NEWS FROM ENCATC



NEW MEMBERS

Maryam Rashidi, France

Maryam Rashidi is a PhD researcher at the Australian National University (but lives in Paris, France, permanently since 2016). Her interdisciplinary doctoral thesis investigates mutual contributions of art and social research in cross-cultural contexts, using case studies from Europe, Asia, North America and Australia. Further, she has conducted research with the Culture Section of UNESCO (Paris, 2012-13), assisted the UNESCO Chair in Comparative Research on Cultural Diversity & Social Justice (Melbourne, 2015-16), and independently developed a research project on "cultural global governance". She has presented various results from these projects in numerous international conferences and is currently preparing them for publication.



ENCATC CONTACT

Maryam Rashidi, PhD researcher

perspective on good governance, sustainable development and social transformation. Founded in 1991 at a time when revolutionary changes were throwing off the rigid orthodoxies imposed on Central and Eastern Europe, CEU is based on the premise that human fallibility can be counterbalanced by the critical discussion of ideas and that this critical spirit can be sustained best in societies where citizens have the freedom to scrutinize competing theories and openly evaluate and change government policies. CEU is known for excellence in teaching and research—with purpose. At the core of its mission lies a set of principles: the pursuit of truth wherever it leads, respect for the diversity of cultures and peoples, and commitment to resolve differences through debate not denial.



ENCATC CONTACT

Jean-Louis Fabiani, Professor

Central European University, Hungary

Central European University is a graduate-level "crossroads" university where faculty and students from more than 100 countries come to engage in interdisciplinary education, pursue advanced scholarship, and address some of society's most vexing problems. It is accredited in both the United States and Hungary, and offers English-language Master's and doctoral programmes in the social sciences, the humanities, law, management and public policy. Located in the heart of Central Europe -- Budapest, Hungary -- CEU has developed a distinct academic and intellectual focus, combining the comparative study of the region's historical, cultural, and social diversity with a global

Zètema Progetto Cultura, Italy

Zètema is a company owned 100% by the Municipality of Rome and is dedicated to enhance and preserve the cultural and landscape heritage of Rome. Established in 1998, it employs almost 800 people in different areas: Museums, Tourism, Cataloguing and Preservation, Exhibit, Events. Services: management of Museums; organisation of events and exhibitions in cultural spaces (museums, public libraries, other cultural venues), educational activities in Rome's civic museums network, cultural and children recreational centers. Zètema supplies promotion and communication, traditional, web and social media, ICT services. Zètema has an office devoted to carry out customer satisfaction surveys. The growing quality of the experience offered to tourists



confirms this crucial element in the management of Rome's cultural heritage. Zètema is responsible to implement the strategies of the Municipality designed to develop and integrate tourist and cultural services. .



ENCATC CONTACT

[Silvia Petrosino](#), Responsible for the European project office

Amsterdam Fashion Institute, Netherlands

AMFI is currently the largest fashion institute in the Netherlands. More than 100 lecturers teach more than 1,100 students about all aspects of the fashion world. AMFI is also the only fashion institute in the Netherlands that covers the entire fashion chain. This ensures students have a broad perspective of the fashion industry. They choose to specialise in either Fashion & Design, Fashion & Management or Fashion & Branding. AMFI offers all its programmes in Dutch as well as in English. Students graduate with a Bachelor's Degree in Fashion and Textile Technologies.



ENCATC CONTACT

[Marco Mossinkoff](#), Lecturer

Transilvania University of Brasov, Romania

Transilvania University of Brasov aims at training highly qualified specialists in the fields of fundamental sciences, technology, economics, law, sociology, arts and medical science as well as providing knowledge and services for society. Thus, Transilvania University ensures and develops the resources and instruments necessary for educational and scientific research processes at a level which meets the requirements of The European Space for Higher Education and Research as defined by The Bologna, Copenhagen and Lisbon Declarations and promoted by The National Strategy for Higher Education in Romania.



ENCATC CONTACT

[Mihai Duguleana](#), Lecturer

Romanian Ministry of Culture, Romania

The Romanian Ministry of Culture is a central public/governmental authority, responsible for the elaboration and implementation of the strategy and policies in the field of culture in Romania.



ENCATC CONTACT

[Virgil Nițulescu](#), Head of cabinet of a secretary of state

Centre for Study in Cultural Development, Serbia

The Centre for Study in Cultural Development is the only public institution in the cultural domain of the Republic of Serbia, with a mission to provide a better understanding of cultural processes by conducting scientific research in various cultural fields. The Centre was founded by the Government of the Republic of Serbia in 1967. Throughout decades, results of Centre's research studies contributed to cultural policy in Serbia, but were also important for initiating and performing actions aimed to improve production and reception of various cultural contents. The Centre is also a referent institution for cultural statistics, based on the Legal agreement with the Statistical Office of the Republic of Serbia. Its specific focus is upon issues of cultural participation (e.g. audience of cultural events, as well as cultural participation of general population and specific groups, such as children, youth, elderly), but it has also conducted a number of research projects related to human resources and working conditions of cultural organisations and associations in Serbia, cultural heritage as a landmark of social memory and axes of sustainable development, cultural tourism, legislation related to arts and culture, etc. The multidisciplinary team includes PhD researchers (anthropology, sociology, psychology, cultural studies), MSc. (cultural tourism, cultural studies/history of arts) as well as BAs in sociology, history, history of arts, archaeology, politics studies.



ENCATC CONTACT

[Vuk Vukicevic](#), Director

Technical University of Košice, Slovakia

The Technical University of Košice was founded in 1952. The Faculty of Economics was established in 1992, which meant that the University outgrew its original framework of purely technical disciplines, and it continued in this trend in 1998 with the founding of the present-day Faculty of Arts. Today the university included 9 faculties. The Department of Regional Sciences and Management is one of the five departments of the Faculty of Economics. The Faculty of Economics has been placed at number one in the ranking made by the Academic rating agency in Slovakia since 2005. The faculty is a strong research partner in the field of regional and local development. So far it has successfully completed over 25 national and international scientific research projects in cooperation with both foreign and Slovak universities, public administration institutions and regional entrepreneurs. The faculty offer courses in three study programmes – Finance, banking and investment, Public administration and regional science and Cultural management.



ENCATC CONTACT

[Miriam Šebová](#), Associate Professor



Anne-Catherine Sutermeister, Switzerland

Anne-Catherine Sutermeister completed her PhD at the Department for Theatre Studies at Bern University and a MBA at Geneva University (2015). In 2009, she became the director of the "Théâtre de Jorat" of Mézières, member of the board of Swiss Arts Council Pro Helvetia. Since 2012, she is Head of R&D at HEAD – Geneva University of Art and Design, member of the board of the Swiss Archive of Performing Arts, councillor in cultural policies and teaches on new business models in the cultural sector at University of Lausanne and Basel (cultural management).



ENCATC CONTACT

[Anne-Catherine Sutermeister](#)

The Institute of Creative Industries Design, National Cheng Kung University, Taiwan

The Institute of Creative Industries Design at National Cheng Kung University is part of the College of Planning and Design. ICID has its roots in Industrial Design, but has evolved into a combination of industrial planning and enterprise innovations, with a focus on design applications and strategy management in business terms. ICID will economize and industrialize creative productions via modern technology design management (services and policies) and cultural development products. In order to develop creative industry and cultivate vast research talent, ICID recruits students from multiple backgrounds and specializations of study. There are three supervisor groups to meet students' needs. The groups are Group A (Brand & Marketing Planning), Group B (Media & Interaction Design), and Group C (Industry & Service Innovation). All classes in the institute are lectured in English in order to present Taiwan's special culture to the world and it is the hope that these students with diverse backgrounds will bring new energy into Taiwan's creative cultural industry.



ENCATC CONTACT

[Dr. Hsiao-Ling Chung](#), Associate Professor

University College London, United Kingdom

University College London (UCL) is a highly-selective public research university in London and a constituent college of the federal University of London. It is the third largest university in the United Kingdom by total enrolment, and the largest by postgraduate enrolment. Established in 1826 as London University by founders inspired by the radical ideas of Jeremy Bentham, UCL was the first university institution to be established in London, and the first in England to be entirely secular and to admit students regardless of their religion. UCL also makes the contested claims of being the third-oldest university in England and the first to admit women. UCL has its main campus in the Bloomsbury area of central London, with a number of institutes and teaching hospitals elsewhere in central London and satellite campuses in Queen Elizabeth Olympic Park in Stratford, east

London and in Doha, Qatar. UCL is organised into 11 constituent faculties, within which there are over 100 departments, institutes and research centres. UCL operates several culturally significant museums and manages collections in a wide range of fields, including the Petrie Museum of Egyptian Archaeology and the Grant Museum of Zoology and Comparative Anatomy, and administers the annual Orwell Prize in political writing.



ENCATC CONTACT

[Bernadette Lynch](#), Honorary Research Associate

Ironbridge International Institute for Cultural Heritage, University of Birmingham, United Kingdom

Ironbridge International Institute for Cultural Heritage (IIICH) is a focal point for cross-disciplinary research, postgraduate teaching and policy engagement. Its aims are: to provide a welcoming intellectual home and a creative environment for the critical study of cultural heritage which offers new, challenging and trans-national perspectives on the ways in which cultural heritage is understood, represented, managed and mobilised in different cultures and societies; to pursue research excellence, policy relevance and to engage with academic and policy communities and the heritage/heritage-related sectors; and to deliver research and informed, high quality, postgraduate education that links theoretical understanding with practice and relevance.



ENCATC CONTACT

[John Carman](#), Senior Lecturer

George Mason University, United States

George Mason is a young university that, in just a short time, has made impressive strides in size, stature and influence. Today, as Virginia's largest public research university, it is setting the benchmark for a bold, progressive education that serves the needs of its students and communities. To that end, it has 10 schools and colleges devoted to a variety of areas of study.



ENCATC CONTACT

[Carole Rosenstein](#), Associate Professor

Start your path to membership today!

Join more than 145 ENCATC members in over 30 countries enjoying the benefits of being part of the leading European network on cultural management and policy!

<https://www.encatc.org/en/members/>



WHAT HAS HAPPENED SEPTEMBER & OCTOBER?

AGENDA

People, Places & Meetings

16 October in Maastricht, The Netherlands: ENCATC Secretary General, GiannaLia Cogliandro Beyens and ENCATC member Yelena Kharitonova met with Dr. Vivian van Saaze from Maastricht University to present the network's activities and explore future collaborations.

17 October in Brussels, Belgium: ENCATC Secretary General GiannaLia Cogliandro gladly attended the First Meeting of Romanian Cultural Diplomacy at the Romanian Cultural Institute (ICR) in Brussels and met with Liliana Turoiu, President of the Romanian Cultural Institute and the directors of ICRs based in Europe.



ENCATC Secretary General, GiannaLia Cogliandro Beyens (pictured centre) with Liliana Turoiu, President of the Romanian Cultural Institute (ICR) and directors of ICRs in Europe.

19 October in Brussels, Belgium: To explore opportunities for future ENCATC Cultural Happy Hours, GiannaLia Cogliandro Beyens, ENCATC Secretary General, met with Barbara de Muyser Lantwyck and Marina Fédier from the Bruno Lussato Institute and with Feras Abo Daboseh from the Lagrange Points bookstore.



From left to right: ENCATC Secretary General, GiannaLia Cogliandro Beyens, Barbara de Muyser Lantwyck, Marina Fédier and Feras Abo Daboseh.

17-19 October in Mainz, Germany: As part of the new Erasmus+ project "Heritage Pro" consortium, ENCATC was represented by Manon Deboise, ENCATC Project Officer at the project's kick-off meeting.

FROM THE OFFICE

International students look to ENCATC to build a strong foundation for their careers!

In its commitment to offering valuable experience to help students and emerging professionals get a footing in today's competitive labour market, ENCATC's successful **Marie-Claire Ricome Internship Programme** has welcomed more than 67 trainees from 27 countries since 2001. Having always been open to students from around the world, in the last year there has been a **significant increase in applications from outside of Europe** especially with more and more trainees coming from the United States. This also reflects the network's progress to create international ties like our Memorandum of Understanding with the Association of Arts Administration Educators based in the USA.

This September we welcomed **Grace Guynn** from **Furman University in the United States** where she is pursuing a degree in both International Affairs and History. In Brussels for a semester abroad through the EPA Internship Programme, her three-month ENCATC internship at is taking place in our Communication Department.



New ENCATC trainee, Grace Guynn at the 2018 ENCATC Congress in Bucharest, Romania

"I'm excited to have the opportunity to work with ENCATC and its amazing work in cultural management and policy. My particular area of interest in my studies is how culture affects collective consciousness in both historical and current political climates, so, cultural management and policy is of great interest to me personally and academically. Cross cultural communication and cooperation are important tenets of international relations and diplomacy so I'm thrilled to be supporting the mission of ENCATC and its members. International platforms for discussion are vital for advancement and the education on cultural management and policy needs to be more universal, especially in the United States. I'm excited about the prospect of becoming a liaison between the mission of ENCATC and my university at home as well as others," says Grace.



INFLUENCING POLICY

Reflection Group EU and Cultural Heritage



Participants at the Reflection Group EU and Cultural Heritage meeting in Bilbao, Spain in October 2018.

From 14-16 October in Bilbao, Spain, ENCATC was represented by its **member Claire Giraud Labalte** at the work meeting of the **Reflection Group EU and Cultural Heritage**.

Speaking during the Work Session III. **"The legacy of EYCH2018 and the future of cultural heritage in Europe (part II) "**, Claire Giraud-Labalte stressed the **links that need to be strengthened between heritage professionals and the academic community**. Moreover, the Strategy 21 of the Council of Europe is also an essential tool for developing common European actions and education is a powerful tool for emerging the awareness on cultural heritage.

European Identity and Youth in Focus

As Europe was drawing the 34th edition of its most widely celebrated cultural festival to a close, its national coordinators gathered in Strasbourg to set the stage for new experiences in 2019.

This year's European Heritage Days Assembly took place on 17-19 October at the Palais de l'Europe in Strasbourg, France, where European Heritage Days representatives and guests met to share their experiences, present local success stories, and plan for the year ahead.

With 2018 being designated as the European Year of Cultural Heritage by the European Commission, this year's edition of the festival saw a lot of innovative efforts in presenting shared European heritage.

ENCATC was invited by the Council of Europe to contribute with its expertise at this year's Assembly programme. On 18 October, **ENCATC Vice-President, Ana Gaio** led a workshop putting the young in focus for a discussion on **"Youth engagement in European Heritage – how do we know that we have got there?"**

The workshop encouraged participants to **exchange ideas and experiences on this critical aspect of heritage activities**. The resulting conclusions are expected to further improve engagement of local communities and individuals beyond European Heritage Days.

See the programme here:

<https://rm.coe.int/european-heritage-days-assembly-strasbourg-17-19-october-2018-programm/16808e5ec2>

NETWORKING

26th ENCATC Congress: Beyond European Year of Cultural Heritage – Key Reflections

The 26th ENCATC Congress on Cultural Management and Policy on "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations" concluded recently in Bucharest, Romania and looked to cultural priorities in Europe beyond EYCH or the European Year of Cultural Heritage in 2018. Maria Sharon Mapa Arriola tells us what happened there and reflects on the connections with south-east Asia.

BY MARIA SHARON MAPA ARRIOLA, DE LA SALLE-COLLEGE OF SAINT BENILDE SCHOOL OF DESIGN AND ARTS IN MANILA, PHILIPPINES



Reflections and Learnings

The EYCH or the European Year of Cultural Heritage was at the center of discussions, particularly on the cultural developments brought about by the advent of digitalisation in arts and culture. How are values, content, and meanings produced and transmitted, and how our understanding of cultures, people and identity shaped by digital media platforms?

With an intention to critically analyse and contextualise these developments within the purview of education and research, difficult questions were raised by the participants who represented various sectors and institutions specifically in the fields of education, research, cultural organisations, and policy making bodies.

The activities designed for the programme aimed to present the current cultural horizon in Europe, trends in the practice of cultural management, issues and perspectives on sustainability and maintaining cultural continuity amidst the rapidly changing cultural landscape. The three major activities that were provided to the participants in order to have an engaging and meaningful experience in the Congress were the following: firstly, ENCATC members were given a platform for exchange and dialogues during the general meetings and fora. Secondly, the young and emerging scholars were given an opportunity to present their current researches. Research trends, methodologies, various frameworks and perspectives, funding and publishing opportunities, possible linkages and tie-ups for collaborative researches were some of the highlights of this session. And lastly, the tours of selected cultural institutions such as The International Center for Research and Education in Innovative Creative Technologies – CINeTic,



The National Museum of Contemporary Arts, and Nod Makerspace. The visits to these institutions allowed the participants to take a peek at the current interests and endeavors of cultural workers, practitioners, educators, researchers, and designers in Bucharest, Romania.

Key themes of discussions on cultural policy and art education

Culture as a tool for education

Artists from various artistic expressions create knowledge and value about how people interact with places and spaces within the context of time and period. With the support of education, the appreciation and understanding of these artistic and cultural expressions can be learned through dialogues, exchange of ideas, and taking part in a critical discourse. This learning process encourages the creation of space for dialogues, therefore difficult and hard to deliver questions can be discussed in this learning environment.

Connecting art making and art production with the local communities

A possible way to achieve this is by creating works that evoke people's shared memories and experiences. It recognises the value and significance of multiple memories articulated by the various sectors and individuals. It is important as well to build and strengthen policies and measures that promote diversity of cultural expressions. Venues for these articulations can be in local museums and shared public spaces.

Representation and identity

Part of the discussion in promoting cultural diversity in the arts include tackling the issues of one's identity. The concept of identity is dynamic and changing. It is a construct and a result of various influences caused by the changing environment. Within the context of diaspora, migration, and dispersal of population due to conflicts and wars, the concerns on acceptance to different identities and cultures became part of the discussion. Artistic endeavors and content in different media platforms become active agents in bringing the dialogues to a wider scope, thus encouraging the public to participate in the exchange of ideas and views.

Encourage interdisciplinary research

With the burgeoning interest in cultural management and policy research, the need to expand and deepen its scope in order to include sectors and fields relevant to the studies necessitates the use of interdisciplinary approach in conducting research. Aside from employing the established qualitative methodologies, the use of quantitative data and analytical framework were sought. It is also important to take note of contextualisation of these various disciplines in research and practice.

Cultural expressions as avenues for social inclusion, sustainable development and platforms to combat extreme tendencies



Art and cultural products in various forms and kinds have intrinsic value that have the capacity to emit signs and meanings that speak about social inclusion, celebration of cultural diversity, human rights, and battle with extreme beliefs and ideas. Therefore, art and culture can be a potent instrument for social cohesion.

Importance of human resource in cultural institutions

Part of the highlights of the talks were on sustaining and keeping cultural facilitators, cultural workers in museums, institutions and organisations. The discussion revolved around the concerns on competencies and the current condition of the cultural workers who exhibit lack of skills, thus entailing the establishment of programmes that would address professional development and continuous trainings.

Creative entrepreneurship

The business side of art that instigates economic benefits was considered as important as the value of content creation in artistic and cultural productions. This section includes marketing the intangible and cultural heritage. Some of the issues mentioned in this discussion are audience development and sustaining funding support from different cultural agencies and funding institutions.

Digitalisation

The rapidly growing digital environment allowed new technologies to evolve and take part in featuring the different narratives and points of view about society and individuals. Aside from its impact in communication and entertainment media, new technologies are also being used in education. The use of mobile applications such as the [sli.do app](#) in the classroom allows differently-abled

learners to interact with teachers. The National Museum of Romania uses

digital storytelling device with touch screen and QR codes to enhance visitor's learning. Augmented Reality (AR) is already incorporated in the museum experience to allow the audiences to interact with the materials displayed.

Conclusion

Generally speaking, Southeast Asia's cultural landscape may have similar concerns and challenges as Europe's in the areas of cultural policy and arts education. As enumerated above, these challenges are currently being addressed in the region in various capacities and platforms, focusing on *representation and identity*, *interdisciplinary research*, and *culture as a tool for education and social inclusion*, and lastly, for some countries in the region, *digitalisation*.

While the highly-developed and developing countries delve into the issues of proliferation of negative digital media content, social media ethics, and abuse of the freedom of speech, many countries in the Global South still lack the infrastructure for ICT and education. These gaps can be the take-off point for the [Regionally Speaking](#) network to bring into the conversations as we proceed to more fruitful and meaningful Asia-Europe dialogues and exchanges.

Maria Sharon Mapa Arriola's participation in the ENCATC Congress was part of her membership to [Regionally Speaking](#), a peer network of mid-career cultural professionals in south-east Asia. The [Asia-Europe Foundation \(ASEF\)](#) has been supporting this network since 2016, along with other partners such as [Griffith University](#) (Australia) and [Georgetown Festival](#) (Malaysia)

This article was originally published by the Asia-Europe Foundation (ASEF) via its arts website www.culture360.asef.org. Link to the original article here: <https://culture360.asef.org/magazine/26th-encatc-congress-beyond-european-year-cultural-heritage-key-reflections>



MARIA SHARON MAPA ARRIOLA has a Bachelor of Fine Arts degree at the University of the Philippines – Diliman and earned her Master of Arts in Art Theory and Criticism in the same University. Currently, she is a PhD Candidate in Philippine Studies at the Asian Center, UPD. She is also a Visiting Fellow of the 2009 International Arts Journalism Institute in Visual Arts sponsored by the US Department of State and National Endowment for the Arts.

Sharon has been in the tertiary education sector for over 20 years teaching humanities, multimedia arts, modern and contemporary art, research, Philippine art, culture and society. At present, she is the Associate Dean of the New Media Cluster of De La Salle-College of Saint Benilde School of Design and Arts in Manila, Philippines.

NETWORKING

The FRH Torch of Heritage and Culture at the ENCATC Congress on its path to Paris

After Leeuwarden, Lund, Mont-devant-Sasse, Berlin, and Budapest, the **Torch of Heritage and Culture, and initiative of Future for Religious Heritage, came to Bucharest, Romania for the 2018 ENCATC Congress** on Cultural Management and Policy.

On the evening of 28 September, the "**Celebrating Cultural Diversity - FRH Torch Ceremony**" was held at the Romanian Athenaeum, a cultural landmark of Bucharest.

The ceremony was a special moment to celebrate cultural diversity at the ENCATC Congress, contribute to raising **awareness and safeguarding the importance of Europe's rich religious heritage and the values of our shared European heritage** as a symbol of unity on which Europe was built. An immense achievement, **all the representatives of the official cults in Romania were gathered together** to share their memories and express peace and tolerance. They were joined by the Romanian Minister of Culture, **George Ivaşcu**.



ENCATC Congress participants were also invited to share their personal memories related to religious heritage to a growing collection that was presented to the European Commissioner for Education, Culture, Youth and Sport, Mr. **Tibor Navracsics**, at the FRH Conference in October 2018 in Paris.

Since the start of the European Year of Cultural Heritage 2018, the FRH Torch had been traveling all across Europe where Ministers of Culture from all EU Member States had been invited to participate, together with prominent members of the international community (artists, scientists, politicians), European citizens and refugees.

Interviews with key speakers and ENCATC representatives from the Ceremony in Bucharest will be available online soon.

CAPACITY BUILDING

Bringing cultural management and policy students into the heart of Europe

From 10-13 October in Brussels, ENCATC welcomed students from the **University of Ferrara** studying cultural management and policy.

A member of ENCATC, the university wanted to **give its students a hands on experience to enhance and deepen their knowledge on European cultural policy**. The **ENCATC European Study Tour in Brussels** provided a four-day programme with special access to **European institutions** and visits to **renowned arts and cultural organisations** located in the heart of Europe. There were also lectures with leading academics and researchers on cultural management and policy as well as cultural practitioners.

Since its beginning, ENCATC is strongly committed to **encouraging mobility of educators, students and young professionals** because this experience is invaluable for capacity development, for the internationalisation of careers and for the achievement of the Europe 2020 objectives.

One of the major highlights was to observe the **Committee on Culture and Education (CULT)** meeting followed by a meeting with **Silvia Costa**, Member of the European Parliament, Member of the Committee on Culture and Education.



CULT meeting at the European Parliament (left) and the students with MEP Silvia Costa.

To learn more about the European Union and Culture and the **European Agenda for Culture after 2020**, students met with **Nicola Robinson**, Policy Officer - Culture / External dimension at the European Commission. Also, as 2018 is the **European Year of Cultural Heritage**, **Lorena Aldana**, member of the EYCH 2018 taskforce at the European Commission presented the initiative and how young people can be involved.

Among the cultural visits, the group went to the **Kanal - Centre Pompidou**, the **House of European History**, **BOZAR Center for Fine Arts** (a member of ENCATC), and **LaVallée** - a cultural space and hub in Brussels' Molenbeek neighbourhood.

RESEARCH

Young and emerging researchers meet for a global encounter to discuss Career Building in Cultural Management and Policy Research



On 26 September in Bucharest, the 11th edition of the YERF Forum was held along side the 2018 Annual ENCATC Congress on Cultural Management and Policy. This year theme focused **"GLOBAL CULTURAL ENCOUNTERS: Career Building in Cultural Management and Policy Research"** where young, emerging and senior exchanged research trends, addressed **topical research issues, methodology, professional cooperation, publishing opportunities, online knowledge exchange and collaboration**.

In 2018 the programme began with an introduction on **"Opening the window to cultural policy and management research - an intercultural and intergenerational dialogue continued"** where three senior members reminded the audience about regional, cultural, disciplinary and generational differences of cultural policy/management research.

Next followed two sessions sharing different experiences in the stages of a researcher's career. First, a panel with **MA young researchers** and then a second panel with **PhD researchers** talked about their **work and how they perceive their research environment of cultural policy/management studies**.

The programme closed with **"How did I go through it? Research methodology on cultural policy/governance and management studies"**. Sharing their insight on research methodology, difficulties and problem solving, the panel was made of up the three shortlisted candidates from Italy, Greece and Japan in the running for 2018 ENCATC Research Award on Cultural Policy and Cultural Management.

ENCATC's Young and Emerging Researchers' Forum (YERF) is the longest running and only global gathering of the cultural management and policy research community that aims to connect early and emerging career researchers and senior researchers.

Dr. Alba Victoria Zamarbide Urdaniz wins the 2018 ENCATC Research Award on Cultural Policy and Cultural Management



On 27 September, **Dr. Alba Victoria Zamarbide Urdaniz** from Waseda University in Japan was announced as the **winner of the 5th ENCATC Research Award on Cultural Policy and Cultural Management** for her PhD on *"Re-defining the role of 'buffers' in the management of the historical territory. The discrepancies between theoretical concepts and practical interpretations of 'buffer' zones in Eastern and Western Cultural World Heritage sites."*

The 2018 Award winner was revealed at the **2018 ENCATC Research Award Ceremony** held in Bucharest, Romania during the 26th ENCATC Congress "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations." Speaking on behalf of the Award's International Jury, **Francesca Imperiale**, President of ENCATC said: *"This extremely well designed and written study, with its rich theoretical perspective, comparative approach, and "real world" application, reflects the true spirit of the ENCATC Research Award."*

Alba Zamarbide Urdaniz's research gives **an overview of different European and Asian historical regions bringing up the debate on alternative meanings for "buffer" zones** as a possible catalyst of holistic regional management efforts at different scales. It makes use of a **wide range of analysis layers, from theory to morphology, legal management and on site studies with stakeholders and local communities**, to make a critic to the globally extended heritage management models. Based on strong

empirical data, her **conciliatory model serves as a prelude to the transition from traditional heritage "preservation" models to growing holistic visions**, defining new roles and positions for organisations and communities as essential pieces of the heritage management strategy.

Dr. Zamarbide Urdaniz expressed her gratitude for the ENCATC Award's prestigious international recognition: *"I would like to thank ENCATC and the Award's international jury for this opportunity to share my research in Europe and beyond that has benefited from a social approach which I learned from a Japanese methodology. This proves that the consideration of many human layers of cultural management needs worldwide attention."* The winner will have her PhD thesis published in the [*ENCATC Book Series on Cultural Management and Cultural Policy Education*](#) by the international publishing house, PIE Peter Lang.

*"ENCATC is very honoured to have **Mr. Mircea Diaconu**, Member of the European Parliament and Vice-chair Committee on Culture and Education to be with us today to announce the jury's choice for the 2018 ENCATC Research Award winner," said ENCATC Secretary General, **GiannaLia Cogliandro Beyens**. "This is the first time a member of the European Parliament has announced the ENCATC Research Award winner. It is also the first time ever that we have commissioned to a local artist, **Nicolae Stoica**, the design of the Prize. With the idea to help the mobility of the artistic work and the promotion of local artistic talent this will be continued in the years to come."*

TOP PHOTO from left to right: Romanian artist Nicolae Stoica; Mircea Diaconu, Member of the European Parliament, Vice-chair Committee on Culture and Education; Prof. Mircea Dumitru, PhD, Rector of the University of Bucharest, Romania; Francesca Imperiale, ENCATC President; Alba Victoria Zamarbide Urdaniz, the 2018 ENCATC Research Award Winner; Jaime Alberto Alberto Ruiz Gutiérrez, Award Jury Member; Richard Maloney, Award Jury Member; GiannaLia Cogliandro Beyens, ENCATC Secretary General; Jerry C Y Liu, Award Jury Member; Alan Salzenstein, Award Jury Member; and Tanja Johansson, ENCATC Board Member.

2018 ENCATC Education and Research Session results in a new Congress proceedings publication

On 28 September in Bucharest, Romania the **2018 ENCATC Education and Research Session** was an annual gathering of the international research community. It provided a **unique interdisciplinary environment** to get the latest **world-class research** conducted in the field of **cultural management and policy and the most innovative practices in teaching and training**. There was a focus on the main topic of the 2018 ENCATC Congress "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations", **addressing the critical and inclusive views of cultural heritage** and its **relation with other cultural and creative sectors**. The session also included hot topic issues related to the wider field of cultural management and policy research and education.

The Education and Research Session resulted in the publication of the **Congress Proceedings "Beyond EYCH2018. What is the cultural horizon? Opening up perspectives to face ongoing transformations"** compilation of papers presented in during the sessions. The book (ISBN 13 978-92 -990088-0-5) is **available for download:** <https://www.encatc.org/en/resources/books/>



In the **next steps** following the Congress, **authors and presenters of this Research Session will be invited to submit their work** in two ENCATC publications. The first is the [*ENCATC Journal of Cultural Management and Policy Education*](#). Launched in October 2011, the Journal's objective is to stimulate the debate on topics of cultural management and cultural policy among scholars, educators, policy makers and cultural managers. The Journal is based on a multidisciplinary perspective and aims at connecting theory and practice in the realm of the cultural sector. **Presenters in the Education Session** will be invited to submit their papers to the [*/encatcSCHOLAR*](#), a unique tool for education and lifelong learning on arts and cultural management and policy. Composed of articles, exclusive interviews, case studies, conference reports and more, */encatcSCHOLAR* was born to satisfy the growing demand for the latest teaching material from academics, researchers, cultural operators and students in over 40 countries around the world.

The ENCATC Education and Research Session builds on the success of previous edition organised in Brussels (2010), Helsinki (2011), London (2012), Antwerp (2013), Brno (2014), Lecce (2015), Valencia (2016), and Brussels (2017). At date more than 350 researchers and educators from around the

On this occasion, **Prof. Mircea Dumitru**, PhD, Rector of the University of Bucharest the largest university in Romania and one of the first two in the country, addressed the audience to emphasize **the crucial relationship between research and teaching**. He also praised the important work being done by **PhD students as the next generation of talent bringing new perspectives** to benefit cultural management and policy.

Alongside the 2018 winner, the finalists were applauded for their relevant contributions to the field of cultural management and policy research: **Dr. Francesca Giliberto** for her PhD on *"Linking Theory with Practice: Assessing the Integration of a 21st Century International Approach to Urban Heritage Conservation, Management and Development in the World Heritage Cities of Florence and Edinburgh"* obtained from Politecnico di Torino in Italy and the University of Kent in the United Kingdom and **Dr. Matina Magkou**, for her PhD on *"Value and evaluation in international cultural cooperation programmes focus on the EuroArab region"* obtained from the University of Deusto in Spain.



Launched in 2014, the ENCATC Research Award exists to **stimulate academic research in the field of cultural policy and management**, to **explore contemporary issues at stake** and **possibly anticipate new cultural policy orientations through comparative and cross-cultural research**. Moreover, it contributes to the process of creating an infrastructure, a **network of researchers** who are doing comparative research projects in cultural policy and management issues.



Learn more about the ENCATC Research Award on Cultural Policy and Cultural Management: www.encatc.org/en/award/



UPCOMING EVENTS

ENCATC EVENTS IN NOVEMBER



From **5-9 November in Tokyo, Japan** the [2018 ENCATC International Study Tour](#) will be your key to open new doors for partnerships and access a specially designed intensive learning and networking experience.

The 5-day programme includes the [2018 ENCATC Academy on Cultural Policy and Cultural Diplomacy](#) and [Study Visits](#). New programme details, speakers and visits are online!

Seize your opportunity to join other motivated professionals who join ENCATC's wish to back up [recent EU -Japan policy developments](#), who are eager to access the latest on cultural management and policy in Japan, and who are thirsty to deepen their knowledge on cultural policy and cultural diplomacy.

[REGISTER HERE](#)



The topic of the [6th ENCATC Working Group on Evaluation meeting](#) on **13 November in Antwerp, Belgium** is dedicated to the **evaluation of international Festivals and cultural events**.

As many international organisations are involved in the organisation of festivals, there is a main **challenge to understand what types of studies and research are developed to measure and understand their social, economic and cultural impact** in the short and long term. Public authorities and private partners also have **strong expectations on the impact of these events** happening in their region. Furthermore, this topic is **important in teaching cultural management and policy** at universities and in continuing education in training centres for cultural managers and public servants.

Participants of this meeting are encouraged to present their experiences and evaluations of international festivals: issues, situations, methods and results.

[REGISTER HERE](#)



What is the role of the board in the management of cultural organizations and are there any differences between the European countries? How are the principles of governance, namely accountability, transparency and authority applied in the cultural sector in Europe?

Deepen your knowledge and understanding on these questions and more during the [2018 ENCATC Policy Debate "All aboard! Cultural governance from a global perspective"](#) to be held on **13 November in Antwerp, Belgium**.

Renowned experts from Europe and beyond will **debate and share their insight on the role of the board of cultural organisations** to make the **cultural sector stronger and more sustainable**.

This is also the occasion to **gain access to new research results** about **cultural governance** from an international comparative perspective before it is published later in November by Palgrave-Mc Millan.

[REGISTER HERE](#)



OTHER EVENTS

Round out your calendar with offers from other organisations!



Museums Out Of The Box! The crossover impact of museums

15-18 November 2018 in Valletta, Malta

NEMO, the Network of European Museum Organisations, will hold its next annual conference from 15-18 November 2018 in the European Capital of Culture Valletta, Malta. Approximately 150 participants, representatives from European national museum organisations, museum experts, and stakeholders from the European cultural and heritage sector will meet to discuss topics relevant to the European museums, to exchange expertise, to liaise and to network.



Cherishing heritage - Quality principles for intervention on cultural heritage

22-23 November 2018 in Venice, Italy

The conference is organised by the European Commission in cooperation with International Council of Monuments and Sites (ICOMOS), and aims to promote a public debate on quality principles in EU funded interventions on cultural heritage. It is a key event of the European Year of Cultural Heritage, organised in the framework of the European Initiative no. 6 - Cherishing heritage.



International Conference "Theatre Between Tradition and Contemporaneity"

3-7 December 2018 in Retzhof Castle - Styria Austria

"Theatre Between Tradition and Contemporaneity" is the annual international multidisciplinary conference researching the bridge between tradition and contemporaneity in performing arts. This is an opportunity to: exchange experience and share ideas in contemporary performing arts education and training, rehearsal process and performance practice; demonstrate diverse methods and techniques in contemporary performing arts inspired and formed in the connection with the world traditional heritage; and meet colleagues from all over the world, establish new contacts and lay the foundation for future networking and collaboration in multicultural and multilingual artistic environment.



Creative Encounters: Reimagining Residencies

6-8 February 2019 in Kyoto, Japan

This 3 day meeting will address the evolution of artists residency models and rapid expansion of the field. It will compare traditional "time and space" models with new residency typologies that reflect our changing social economy. Nomadic, start-up, virtual and Airbnb residencies will all be explored. The meeting will pose questions about the progression of the field using examples in Japan and internationally. How can we evaluate these new models? How can artists residencies remain socially engaged and respond to artists' needs? How are these innovative new models funded?



Family Arts Conference 2019

12 February 2019 in Liverpool, United Kingdom

The UK's largest family arts and culture conference will explore the value of family engagement and how it can communicate that value to families, funders and the wider cultural sector. This event will bring creative professionals together to explore the benefits and challenges of planning, delivering and monitoring accessible and engaging intergenerational cultural opportunities for families.



15th International Conference on Arts and Cultural Management AIMAC 2019

23-26 June 2019 in Venice, Italy

The idea that nowadays the cultural dimension plays a fundamental role in the process of creating value, is what drives the 15th AIMAC Conference. Cultural productions and creative activities are increasingly important for the economy and should consequently be taken into account in the decision-making processes aimed at fostering economic growth.

Credits via Flickr: Valletta by Kate Williams, CC BY 2.0; Venice by Roberto Trombetta, CC BY-NC 2.0; Styrian Landscape by Bernd Thaller CC BY 2.0; Kyoto by Hans Johnson, CC BY-ND 2.0; Liverpool by Barnyz CC BY-NC-ND 2.0.





CALLS & OPPORTUNITIES

CALLS FROM ENCATC

FOR MEMBERS - CALL FOR APPLICATIONS:

Official label of the European Year of Cultural Heritage

ENCATC members who are implementing a **cross-border initiative** that responds to the one or more of the objectives of the European Year of Cultural Heritage and takes place by 31 December 2018 are invited to **apply for the official label of the European Year of Cultural Heritage**. ENCATC, as one of the official members of the stakeholders' committee for the European Year have been entrusted with the task of labelling cross-border/European projects, initiatives and events organised by the members of our network provided that the activity **relates to cultural heritage, has a clear European dimension, and involves several European partners**.

DEADLINE: 20 December 2018

FOR MEMBERS - CALL FOR APPLICATIONS:

ENCATC Label

The **ENCATC Label** provides a structure for the network to support and promote the development of scientific seminars, events and workshops organised by its members in various regional areas. Thus, **ENCATC will co-brand and ensure labelling of selected events**, carefully chosen on a case by case basis, upon requests made by the organisers. By co-branding their events with ENCATC, members also benefit from assistance to find the best experts for the topic at hand and the network's wide communication channels.

DEADLINE: Ongoing

OPEN TO ALL - CALL FOR PRESENTATIONS:

ENCATC Working Group on Evaluation

The 6th meeting of the ENCATC Working Group on Evaluation of International and European Transnational Cultural Projects will be held next 13 November in Antwerp, Belgium. The topic will focus on **"The impact of festivals and cultural events: knowing, measuring and structuring the public dialogue"**. Participants of this meeting are encouraged to **present on evaluations of international festivals: issues, situations, methods and results**. To submit your presentation proposal, [please fill out this form](#). There is also the possibility to present your experience via video conferencing if you are unable to make it in Antwerp.

DEADLINE: 9 November



Looking for more interesting calls and opportunities?

Unlock the unlimited access enjoyed by ENCATC members to open call and opportunities happening around the globe!

"Thanks to ENCATC, I know about the latest opportunities that can be useful for my organisation to be part of European projects, to share our work, and to connect with others in and outside of Europe."



- Antonia Silvaggi,
European project
manager and
researcher, MeltingPro,
Italy,
ENCATC member



SPECIAL
SECTION!

2018
EUROPEAN YEAR
OF CULTURAL
HERITAGE

EUROPEAN YEAR OF CULTURAL HERITAGE

Schönbrunn Palace © ÖW Horwath

Our heritage: where the past meets the future.

Committed to making a significant contribution to the European Year of Cultural Heritage, this special section in *ENCATC News* and *ENCATC Digest* aims to highlight key developments, events, research, publications and more as 2018 sees an unparalleled series of initiatives and events across Europe.

Commission organising Fair of European Innovators in Cultural Heritage

Would you like to know how innovation in cultural heritage is developed and how the EU is supporting it? Are you curious to see what the results of EU-funded projects in cultural heritage are? Are you interested to be part of the "Community of Innovators in Cultural Heritage"?



Organised by the European Commission as a key event of 2018 European Year of Cultural Heritage, the **"Fair of European Innovators in Cultural Heritage"** will take place on **15-16 November 2018** in **Brussels**. Invited to share its expertise, **ENCATC will be represented by its member, Annick Schramme** from the University of Antwerp who will moderate the session **"Cultural Heritage supporting intercultural dialogue and cultural diplomacy"** on 16 November.

Expected to attend are researchers, innovation providers, policy makers, representatives from cultural institutions, start-ups and incubators, business companies, creatives, pioneers from technology and economics, and European institutions representatives.

There will also be a showcase of around 40 **breakthrough innovations developed by EU funded R&I projects** in the fields of tangible, intangible and digital cultural heritage. Innovations include advanced technologies, IT products, systems and services.

Participants will also have the opportunity to join the **"Community of Innovators in Cultural Heritage"** and its platform to engage with innovation providers, users and investors.

LEARN MORE & REGISTER: <https://www.eac-events.eu/home/fairofeuropeaninnovatorsinculturalheritage/home/>

"Europe's cultural heritage through eTwinning" - now online

The eTwinning book **"Europe's cultural heritage through eTwinning"** is dedicated to bring cultural heritage to the classroom. The aim of the book is to **unfold the various aspects of cultural heritage** and to **offer examples of eTwinning projects** as well as ideas for activities related to cultural heritage.

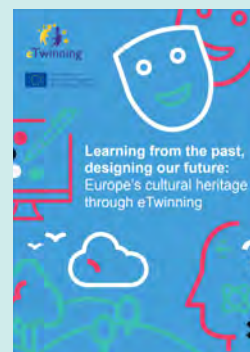
eTwinning offers a **platform for educational staff** (teachers, head teachers, librarians, etc.) in European countries to exchange, collaborate, develop projects and be part of the most exciting learning community in Europe.

The book presents a selection of inspiring eTwinning projects related to the many dimensions and forms of cultural heritage, and shows how teachers and pupils of all ages reflected in most creative and colourful ways about this theme.

The book focuses on the four following aspects: Cultural heritage and education; eTwinning and cultural heritage; Teaching cultural heritage at school; and Engaging with Europe's cultural heritage.

eTwinning is contributing to the European Year of Cultural Heritage in many ways: through workshops, conferences, seminars, online activities, materials and of course this book. Ultimately, the goal is to invite citizens and educators to discover Europe's diverse cultural heritage - at EU, national, regional and local level, and to reinforce a sense of belonging to a common European space.

LEARN MORE: https://europa.eu/cultural-heritage/toolkits/etwinning-book-cultural-heritage_en



As ENCATC is one of the official members of the stakeholders' committee for the European Year, it has been entrusted with the task of labelling eligible events organised by the members of the network.

Research workshop in the Entrepreneurship in Culture in Burgundy-Franche-Comté forum



From **22-23 November**, this research workshop is part of **The Entrepreneurship in Culture in Burgundy-Franche-Comté Forum** (Rencontres de l'Entrepreneuriat). It is being organised by **ENCATC member, the Burgundy School of Business**. The Forum is part of the national dynamic forum initiated by the Ministry of Culture, with the support of the DRAC Bourgogne-Franche-Comté, the Regional Council of Burgundy-Franche-Comté, the Côte d'Or County Council. It has the aim to **foster the development of cultural and creative entrepreneurship in Bourgogne-Franche-Comté** via debates, education and networking for cultural and creative entrepreneurs.

In this year edition, the **research workshop is dedicated to the theme of cultural heritage and entrepreneurship**. Over recent years the heritage sector has been hit by cumulative cutbacks in public sector funding, reductions in visitor spend and increasing competition for visitors. At the same time, a **multitude of new opportunities continue to emerge relating to technological innovation, new audiences and communication networks and new management approaches**. In the context of this developing landscape for the cultural heritage sector, **this workshop explores the increasing need for heritage organisations to become ever more entrepreneurial** in their approach in order to increase their resilience to the changing environment.

ENCATC CONTACT: [Elena Borin](#)

LEARN MORE: [https://www.encatc.org/en/events/detail/research-workshop-in-the-entrepreneurship-in-culture-in-](https://www.encatc.org/en/events/detail/research-workshop-in-the-entrepreneurship-in-culture-in-burgundy-franche-comte)

Emotional Architecture - Dialogue between people and their historical cultural heritage

BY SAVINA TARSITANO, ENCATC MEMBER

In occasion of the European Year of Culture Heritage, **Espronceda, a member of ENCATC**, has the pleasure to present the first of **a series of round tables linked with the culture heritage**. The project is in cooperation with the **Italian artist Savina Tarsitano** who is developing since more than 10 years an **artistic research on the relation between contemporary art and culture heritage**. The round table wants to **explore and debate how it is important our culture, heritage, traditions, nature** for our future, and how we can create this link in valorising our heritage through contemporary art? What it is the best practice to cooperate with artists, museums, institutions, centre for art, public spaces and more to approach a widely audience?

On 10 September in Barcelona, Savina Tarsitano and Espronceda cooperated together in connection with the artistic project of Savina entitled **"Emotional Architecture"** to promote a **dialogue, events, exhibitions in exploring the best practice concerning the relation between contemporary art, heritage, identity**. The round table, in line with the contemporary emerging art festival *Art Nou*, was the occasion to discuss with 35 participants different points of view on how contemporary art can contribute to promote heritage, identity, culture.

Among the **main results of the discussions were**: the importance of education; the connection with local community to a wider audience; the involvement of schools and the suburbs of the cities; and to strengthen the relationship between artists and the culture world. Another key point was the importance of the quality of the project, the professionalism and the long period of the project for a long sustainability.

ENCATC CONTACT: [Holger Sprengel](#)

CONTACT: [Savina Tarsitano](#)



As ENCATC is one of the official members of the stakeholders' committee for the European Year, it has been entrusted with the task of labelling eligible events organised by the members of the network.

Lights On! Project connecting heritage through the help of technology

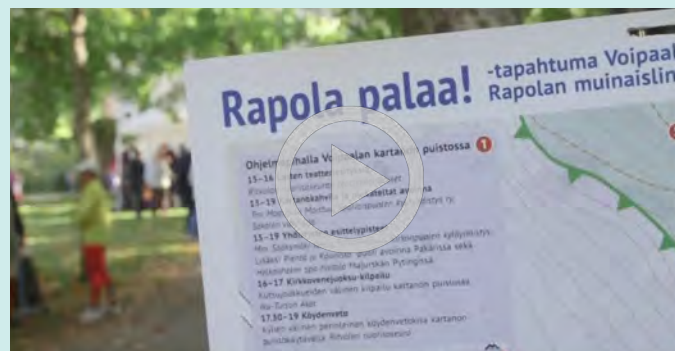
In May 2018 the "Lights on!" project first launched a new mobile game with the aim to **use augmented reality and connect 8 heritage sites in Finland and Estonia.**

Since then, there have been a series of events organised in both countries to **shed light on the enchanting cultural heritage and shared past of the North-Eastern Baltic Sea.** The project from **HUMAK University, a member of ENCATC,** has been encouraging people to visit spectacular ruins, fortresses, hill forts and parks in both countries, and improves their quality as tourist destinations.

In September two more events took place. The first was from 21-22 September on Vallisaari, an island situated between the islands of Santahamina and Suomenlinna, just off Helsinki. The **Flash Vallisaari light art exhibition** held there was organised by Finnish Light Art Society FLASH in co-operation with Metsähallitus' and Humak's Lights On! Project.



The second took place at the **hill fort of Rapola** – the largest ancient hill fort in Finland (Finland) on 23 September.



ENCATC CONTACT: [Katri Kaalikoski](#)

LEARN MORE: <https://www.encatc.org/en/events/detail/lights-on/>

Days of Heritage and Tourism for Youth

BY VESNA BULIC, ENCATC MEMBER



From 12-14 October in Hvar, Croatia, "**Days of heritage and tourism for youth**" was a national meeting on tourist culture in the European Year of Cultural Heritage and in the year of celebrating 150 years of organised tourism in Hvar. It was organised by **ENCATC member, Prokultura Association - Observatory of Cultural Policy.**

It was the place where the civil education professional conference meets the 11th tourism culture festivals exhibiting the works of students from all over the country. This year's theme was "Croatian language golden formula ČA-KAJ-ŠTO".

The Golden formula was coined by Croatian poet and diplomat Drago Štambuk, who promoted it over the years. ČA-KAJ-ŠTO (WHAT): synonyms, showing linguistic Croatian property through three equal idioms: chakavian, kajkavian and štokavian i.e. Standard Croatian.

The aims of this national meeting were to **educate the youngest generations about the importance of heritage education and protection with the aim of preserving the identity.**

The event gave an opportunity for **young generations to meet and exchange their projects** and activities as well as getting acquainted with the **cultural and historical heritage of Hvar** on the spot, as well as of other parts of Croatia through the presentations by students. The main point was to raise the awareness of the youngest and teach them how to preserve their own heritage and identity, at the same time making them conscious of others.

ENCATC CONTACT: [Nansi Ivanišević](#)

LEARN MORE: <https://www.encatc.org/en/events/detail/days-of-heritage-and-tourism-for-youth/>



ENCATC IN CONTACT

For this ENCATC in Contact Interview we had a talk with Miriam Šebová, an associate professor at the Faculty of Economics at the Technical University of Košice, a new member of ENCATC. We wanted to learn more about their motivations for joining ENCATC and current projects.

What are your reasons to become an ENCATC member?

It is for us of great importance to become an ENCATC member. Despite that we deal with the cultural economics and creative industries since 2011, we miss the connection to international networks. The membership is an opportunity to improve significantly our two expertise - teaching and research in cultural economics. The membership offers us the chance to be informed about what is happening in education and research in cultural management, to follow new trends and to enhance our knowledge. Education and training related to cultural management are underdeveloped in Slovakia. We would like to develop it more and establish a coherent study programme in cultural management in the future. Till now we offered only special course "Cultural policy and creative industries". Our development can be possible only with intense international cooperation. We need to be inspired from best practises in other countries. We would like to participate in ENCATC's learning programmes. We hope to network and to cooperate on our research topics with colleagues from international universities. To make a step forward, we need to expand our professional and personal networks in cultural economics and we think that ENCATC is the best way to do it.



Students in September 2018 attending the summer school about urban design was co-organised together with the Faculty of Art.

What are your expectations concerning the ENCATC network?

From reading about ENCATC and speaking with academics and researchers who participate in the network's activities, we were really excited about the events ENCATC organises. By being part of the network, we want to join the activities, like the annual ENCATC Congress on Cultural Management and Policy which we attended in Bucharest this year. Through the activities we hope to learn and exchange with colleagues from Europe and beyond on cultural policy and cultural management, gain a better understanding of culture's role in the local and regional development, and develop collaborations and ties with universities, art organisations and cultural companies.

It's also very important for our university to have access to cutting-

edge research in the fields of cultural management and cultural policy published by ENCATC such as its *Journal on Cultural Management and Policy* and *Book Series on Cultural Management and Cultural Policy Education*. We hope to disseminate our research to other colleagues from the academia and join scientific networks and to start more intense scientific collaboration in this field.

Last but not least, ENCATC membership presents an exciting opportunity for our university to network and to cooperative with the objective to compare our research results, to start common publications or research projects.

What will be your contribution to the network's mission?

We very much want to contribute to the goals of ENCATC. We would like to



share our experiences with other members and in this way to contribute to encouraging the exchange of knowledge, methodologies, experiences and comparative research. As part of a network with over 140 members in over 30 countries we are also keen to cooperate with other members and in this way to improve teaching of cultural policy and cultural management at the Technical University of Košice.

We also want join and actively participate in the ENCATC Working Group on Evaluation of International and European Transnational Cultural Projects. We will be present at the group's 6th gathering on 13 November in Antwerp and in this way contribute to better understanding of culture and its importance in local and regional development in other countries.

The ENCATC Congresses are also important for us and through our attendance we want to gain knowledge to foster discussion about better cultural policy in Slovakia.

We are ready to organise some event in cooperation with ENCATC in Slovakia. We have experience with organising conferences, workshops, summers schools, etc. For example, we organised the international [Central European Conference in Regional Science](#) in cooperation with European Regional Science Association in 2005, 2007, 2009, 2012 and 2014.

Do you have any other projects you are working on that are interesting for ENCATC members and followers?

Since 2011 we are doing projects in the field of cultural economics. Between 2010 and 2014 we were involved in a research project focused on creative and cultural industries in

different regions in Slovakia called KRENAR (Creative Economy – National and Regional Conditions and Incentives).

The main incentive for researching culture was the designation of Košice as the European Capital of Culture (ECOC) in 2013. The Department on regional Science and Management conducted a large study about the socio-economic impacts of this on the city. During 2012–2014, the research team collected more than 4,000 questionnaires from local residents and visitors off ECOC events. Some results we published in (Džupka & Šebová, 2016); (Hudec, et al., 2014) (Šebová, et al., 2014) (Džupka, et al., 2017).

After the evaluation of the ECOC, we became more interested in culture-led urban regeneration and in the methods that are useful in the valuation of the socio-economic impacts of culture at the local level. We carried out qualitative research to assess the impacts of a community-based project from ECOC 2013 using the method SROI (Social Return on Investment) (Šebová, 2018).

Currently, we are working on the project called "The socioeconomic valuation and measurement of the economic efficiency of cultural institutions focused on museums and galleries in Slovakia (2018–2020). The project was supported by the Scientific and Grant Agency of Ministry of Education of Slovakia. The main objective of the project is to analyse the socio-economic contributions of culture, to evaluate the economic efficiency of museums and art galleries, and to formulate the methodology for their assessment.

Košice as urban hub of creative and digital industries was involved in the starting international project called "Cultural and Creative Spaces and

Cities" supported by the European Commission. The project is led by Trans Europe Halles and is focused on the development of the cultural and creative commons to strengthen local governance and set up participatory local cultural policies. We will be involved in the project by the local coordinator Creative Industry Košice.



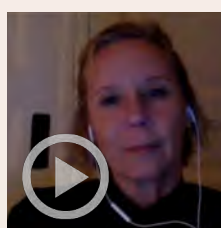
Miriam Šebová is an associate professor at the Faculty of Economics at the Technical University of Košice, Slovakia. She teaches public management and public administration at the Department of Regional Science and Management. She finished her Master as well as her PhD in regional science and public administration at the University of Economics in Bratislava, Slovakia. In Bratislava, she worked as a project manager for the German foundation Friedrich Ebert Stiftung in 2003–2004. She speaks English and German fluently.

Her research interests and publications are mainly in the field of regional and local development, knowledge economy, impact of universities and cultural economics. She has participated in several research projects. The latest have been "UNIREG - Universities and Regional Economic Development" (2015–2018) financed by the Slovak Research and Development Agency, as well as "the Socioeconomic Valuation and Measurement of Economic Efficiency of Cultural Institutions focused on Museums and Galleries in Slovakia" (2018–2020) supported by Scientific Agency of Slovak Ministry of Education.

She is a member of the Slovak Section of the European Regional Science Association (ERSA). She was co-organizer of the Central European Conference on Regional Science in Košice (2009, 2012 and 2014). She is a member of Local Organizing Committee of 31st Summer School ERSA Regional Policy Analysis and Planning (July 2018) in Bratislava.



Want more interviews?



LOTTA LEKVALL,
Director of Folkteatern,
Sweden





MEMBERS' CORNER

New renaissance and imaginaries for citizens

SPEECH BY PAUL DUJARDIN, ENCATC MEMBER AND CEO OF THE CENTRE FOR FINE ARTS (BOZAR)

Delivered on 26 September 2018 in Bucharest, Romania at the 2018 ENCATC Congress on Cultural Management and Policy

Some believe transformation is bad for our societies. I believe the contrary.

This has, as a matter of fact, been the posture of art and science since the renaissance. A constant quest for knowledge which began when individual imagination started to be seen and accepted as a core driver to spark ideas and trigger collective transformation.

You might have heard the name of Bojan Slat, this young Dutch engineer and entrepreneur who had an idea to remove plastic garbage from the oceans when he was a teenager. Recently, his Ocean Cleanup project has officially been launched to roll out the first clean-up system and collect half of the plastic in the Great Pacific Garbage patch in just five years. This young man now has thousands of followers on social media and has given hope to many people in this dark age of 'fake news' and populist rhetoric.

I am citing his example because i find it fantastic how a single idea can emerge, slowly mature, be put down on paper, go against the flow, resist against established conventions, and eventually develop into a practical action that intends to change the world and turn into a symbol of hope for citizens.

This is a symbol of renaissance and battle against devastating ignorance thanks to individual responsibility.

For "Transformation" is about dreaming the most utopian ideas and dare to implement these. This is exactly what art is about. To try, experiment, explore, but also to learn to fail and make mistakes. As German artist Joseph Beuys used to say: "it is important to make mistakes." Like Bojan, Beuys was a fierce advocate of individual commitment to transform our societies. A fantastic example of this is when he planted 7000 oak trees in the German city of Kassel in the 1980s.

It is about transcending borders and silos. For the cultural sectors, this process applies to artists and cultural operators, and how they manage to propagate "transformation" amongst society...citizens, young people or decision-makers.

I have the great privilege of being the CEO and Artistic Director of the Centre for Fine Arts of Brussels, also known as BOZAR. Designed by Belgian art nouveau architect Victor Horta in the Twenties, this multidisciplinary art centre has also evolved and gone through numerous transformations in its institutional structure, but also in the way it sees culture and build upon its potential.

I am proud that each year we can host over 1 million visitors, but i am equally proud that over 30.000 artists, academics and creative workers have been active in our walls in the last few years.

The Centre for Fine Arts acts as a European house for culture that oscillates between exclusivity and inclusivity. A place of transformation where artistic excellence is shown but also a platform of creation and reflexion where citizens meet and design new imaginaries.

In the last ten years, we have witnessed in our projects how artists can help citizens share their stories and think 'outside the box' when it comes to specific themes or social challenges. There is an ongoing performative and speculative strength in the arts, through which literary metaphors, cinematographic narratives, philosophical inquiry, theatrical stagings and musical performances nourish perceptions, stimulate engagement and nurture a sense of belonging to a community.

Let us insist here on the importance of art not only as a vehicle to deliver a message, a symbol or a story, but rather as a space, an empowering method enabling people to learn and practice democracy through different experiences, from performances in public spaces to drawing or reading workshops.



This is a new role unofficially claimed by many artists and cultural organisations rooted in a desire to catalyse "civil praxis", have a more proactive stance within society, bring people together within neutral spaces, interact with them, speak out, and propose alternative perspectives by stimulating the imagination. One simply needs to look at the content and prevailing discourses dominating art biennales or festivals today: they all want to address environmental, social, or migration challenges.

For art sociologist, Pascal Gielen: *"art has a special quality to walk on an alternative path of democracy, namely that of the civil domain."* Imagination can help enable the move towards a "practical possible", a driver for action that can nurture "democratic citizenship".

Now, you all had fascinating discussions before around the future of cultural policies in Europe. The importance of their impact on citizens in this respect must certainly not be neglected. The 'art for art' equation, "L'art pour l'art", remains fundamentally valid. It provides the breeding ground for creativity and imagination.

But how do we achieve a balance between a certain form of exclusivity of the art fields and their inclusive roles towards citizens?

How do we shape cultural policies that can provide a supportive framework for our creative talents whilst also encouraging them to step up and take action in our societies?

These are core questions that organisations such as BOZAR try to address on a daily basis, with our artistic project, with artists, but also citizens and policy-makers. This puts art centres in a position where we are not only focusing on artistic excellence, but also civic mediation and advocacy.

BOZAR indeed modestly try to promote culture and share our ideas in the policy agenda.



Is this our role? How can an art centre or museum from the 20th century evolve into a 21st century art house that is also a fabric of democracy and transformation. I believe this implies actions at all levels, from grassroot to the political sphere. It is thus crucial to also make sure that culture is properly addressed by decision-makers. The recent discussions around the revision of the Copyright Directive have shown that the voices of culture could indeed be taken into account at the highest level.

On Monday we organized an expert workshop on the impact of Brexit on the cultural and creative sectors. We managed to bring together 60 representatives from all the fields: from music to performing arts, cinema, publishing, design, architecture, or visual art. During one day, we could see the complexity of designing a set of holistic recommendations from the cultural sectors towards EU and British negotiators. The discussions tackled copyright, funding, mobility of artists or state aid rules for films, to name a few examples. We discussed everything. I hope we can somehow make a difference with this modest initiative. It is about taking a certain form of responsibility to bring up transformations. This is exactly what German artist Wolfgang Tillmans did when he posted a series of his photographs in public spaces during the Brexit campaign.

Likewise, Next year, we hope to put together an ambitious programme with Romania, including young people, artists, intellectuals. To explore how artists such as

Constantin Brancusi helped European creation move towards a new dimension by proposing new symbols and perspectives.

Who are the artists, intellectuals or cultural operators today in Europe that are bringing new transformations to our societies? with young people? with migrants? With policy-makers? Who are the new Michelangelo Pistoletto or Beuys of our times?

In the last months, I have been amazed by the vitality of Romanian artists and cultural organisations. How they strive to make their ideas possible, infuse transformations and design new imaginaries for citizens. They do that exactly with the same spirit as Bojan's project to clean up our oceans.

It is the responsibility of organisations like BOZAR to cast light on this. But it is also the responsibility of cultural policies to support these creative talents. It is only with them that a new Renaissance is possible in Europe.

Paul Dujardin, CEO of the Centre for Fine Arts (BOZAR), with the support of Frédéric Meseeuw, Senior Advisor at BOZAR.

Paul Dujardin is CEO and artistic director of the Centre for Fine Arts (BOZAR) in Brussels since 2002. Under his direction the Centre has turned into an internationally recognised, multidisciplinary and interdisciplinary arts center, offering a wide range of events, from concerts, to exhibitions, cinema, literature, theatre, dance performances or debates and workshops for its audiences. BOZAR welcomes over 1 million visitors every year and has supported over 30.000 artists and creative workers since 2002.

MEMBER STORIES:

Meeting in the Big Apple: Students from Sibelius Academy meet with ENCATC Board Member Richard Maloney



In October, 14 students studying cultural management at ENCATC member institution Sibelius Academy, University of the Arts Helsinki, were in New York City to visit some of the world's most innovative art and cultural institutions.

On 2 October, the group met with ENCATC Board Member, Richard Maloney, from the Steinhardt School at New York University. Professor Maloney, who is a Clinical Associate Professor and Director of the Performing Arts Administration graduate program, gave the Sibelius Academy students a lecture on American cultural policy. This was followed by a networking reception so students enrolled in both programmes could meet their peers and exchange experiences studying cultural management in Finland and the United States. Finally, Professor Violeta Simjanovska, Head of Arts Management Department at the Sibelius Academy met with Professor Maloney and Erich Dietrich, NYU's Dean of Global Affairs and Assistant Vice President of Global Programs, to discuss future faculty and student exchanges.

"It's wonderful to welcome and teach students from other ENCATC member institutions. Being in New York City is a great experience for cultural management students. Its arts and culture scene has an intensity like no other city. When coupled with lectures our program at NYU can offer, the result is a truly powerful educational experience - one that students will not soon forget," said Professor Maloney.

ENCATC CONTACTS:

New York University, [Richard Maloney](#)

Sibelius Academy, University of the Arts Helsinki [Tanja Johansson](#)

ENCATC members to come together for the European Diploma in Cultural Project Management



ENCATC members from the **University of Barcelona, The Audience Agency** and the **Faculty of Drama Arts, University of Arts Belgrade** will be coming together and contributing their knowledge, expertise and experiences for the European Diploma in Cultural Project Management 2019/2020 of ENCATC member, the **Association Marcel Hicter**.

The **European Diploma in Cultural Project Management** 2019/2020 is the 29th edition of this pan-European training program for **project-oriented European cultural managers** organized by the Association Marcel Hicter and supported by the Council of Europe. The European Diploma in Cultural Project Management is a pan-European training program arising from the will to **foster cultural diversity** and **interregional exchanges** as a way of **giving culture a stronger place in Europe and abroad**. Since the establishment of the European Diploma in 1989, 570 professionals from 45 European and world countries, active in the field of cultural project management, followed this course. The main objective of the program is twofold: to enable cultural managers, having already good management capacities, to better integrate their co-operation projects - which link identity, culture and economy - in a European perspective; and to insert European and beyond cultural projects in regional cultural development policies.

The programme is designed for project-oriented European cultural managers from public and private organizations, with at least two years of professional experience in developing and spreading artistic/cultural projects. Participants should have a good knowledge of European, national and regional cultural policies and developed skills in the management of cultural projects.

ENCATC CONTACT: [Jean Pierre Deru](#)

FOR MORE: <http://www.fondation-hicter.org/spip.php?rubrique62> The complete file must be sent to the Association Marcel Hicter by e-mail. contact@fondation-hicter.org

APPLICATION DEADLINE: 15 January 2019

NEWS FROM MEMBERS:

BELGIUM

University of Antwerp / Antwerp Management School

2018 Summer School on Fashion Management



The two fashion capitals of Antwerp and Paris hosted the 2018 Summer School on Fashion Management. From 27 August - 5 September 2018, 22 participants came to learn from leading experts and practitioners to master the ins and outs of fashion management.

The summer school gave a comprehensive overview **of the fashion industry** (independent fashion designers and luxury brands) and their dynamics, with an **emphasis on entrepreneurship and sustainability**. The programme was a successful collaboration between three prestigious schools: University of Antwerp (UAntwerp), Antwerp Management School and Institut Français de la Mode (IFM) and was also an ENCATC labelled event.

FOR MORE:

<https://www.encatc.org/en/events/detail/summer-school-on-fashion-management/>

SEE MORE PHOTOS: https://www.facebook.com/pg/MasterCultuurmanagement/photos/?tab=album&album_id=2155512084736290

ENCATC CONTACT: [Annick Schramme](#)



FRANCE

Burgundy School of Business

CALL FOR PAPERS:

Sustainable Entrepreneurship in the Cultural and Creative Sector: Contextualisation, Challenges and Prospects

DEADLINE EXTENDED: 18 November 2018

Int. J. of Entrepreneurship and Small Business is doing a Special Issue on: "Sustainable Entrepreneurship in the Cultural and Creative Sector: Contextualisation, Challenges and Prospects", edited by ENCATC members, Prof. Christine Sinapi and Prof. Elena Borin, Burgundy School of Business, France.

Paper using qualitative as well as quantitative and mixed methodologies are welcome, as long as they are well grounded in the literature.

Some examples of relevant themes and research questions that might be considered include, but are not limited to, the following:

- **How is the topic of sustainability interpreted in the cultural entrepreneurship domain?** What are the peculiarities of the cultural and creative enterprises in dealing with sustainability issues? How is the topic of sustainability analysed in the cultural entrepreneurship discourse? How does the development of cultural contents interact and influence the development of sustainability strategies?
- **How does the cultural dimension of sustainability interact with the other dimensions of sustainability (environmental, economic and social sustainability)?**
- **How is sustainability in cultural and creative enterprises interpreted in an international perspective?** What are the current and emerging models in the different countries around the world? What are the differences and similarities?
- **Have the current demographic, in- and out-migration and more general international changes affected the implementation of sustainability perspectives in cultural and creative enterprises?** How could we interpret these issues from a longitudinal perspective?

FOR MORE:

www.encatc.org/media/4129-ijesb-cfp-id4334.pdf

ENCATC CONTACT: [Elena Borin](#)

6th Workshop on Managing Arts and Cultural Organisations

30 November - 1 December 2018

Arts organisations, heritage sites, exhibitions centres, galleries, museums, archaeological sites and performing arts institutions, both **public and private**, are **increasingly being pressured to improve operational efficiency**, and to take a more commercial view of their purpose and activities. The **international financial crisis made conflicts of interest more intense**, and the very survival of many arts institutions more challenging. **Recent social and political pressures** (eg migration, populism) **have further diverted attention and funding from arts organisations**. In this complex context, the very nature of these institutions is called into question, because their core activities (such as collecting, conserving, teaching, and interacting with the public) depend enormously on the availability and management of increasingly constrained resources. Processes of privatisation and managerialisation, as well as increased entrepreneurial activity, are often suggested as the **solution for the survival of such entities** – and, equally often, are challenged.

Thus the **aim of this workshop in Oxford**, co-organised with **ENCATC member, the University of Bologna**, is to **provide a forum for ongoing dialogue between diverse and in some cases conflicting views on the management of arts organisations and cultural institutions**. Following the first five workshops (London, January 2001; Bologna, December 2004, September 2008, September 2012, December 2015), patterns and possible consequences of the variety of changes occurring in management practices will be presented, discussed and debated.

A focus on international comparison is called for. The idea is to **bring together from various disciplines and contexts different perspectives** on this interesting but under-represented intersection of humanities and management studies. We encourage co-authoring by professionals and academics, as well as creative tools for presenting field research.

FOR MORE:

http://www.eiasm.org/frontoffice/event_announcement.asp?event_id=1342%20

ENCATC CONTACT: [Luca Zan](#)

Temporary Organizing and Temporality: Stability and Change in Cultural and Creative Industries

BY YESIM TONGA, ENCATC MEMBER



From 4-5 October In Lucca, Italy, this workshop **focused on temporary organizing and temporality in Cultural and Creative Industries**, and discussed the **need for a profound reflection on the specific characteristics of the arts and heritage field in related research**. A broad spectrum of 43 participants from Italy, Luxembourg, Denmark, US, Germany, and South Africa, ranging from academics to prominent practitioners from the field, shared their experiences, research projects and insights, and explored the potential for an integrative approach while simultaneously **identifying the gaps and needs to be addressed in current scholarship on related topics**.

The workshop acknowledged that the temporal scales and contexts of organizing in the Cultural and Creative Industries are constituted by different logics of organizing, and the discussions contributed to our understanding of the ways in which cultural institutions are organized to achieve their programming choices and how they get engaged with their temporal, social and institutional settings through their projects.

The workshop was ultimately intended to **trigger cross-disciplinary exchange and to set the basis for future collaboration in both conceptual and empirical research directions**. As the future workshop outputs, the proceedings book with the participants' lectures, manuscripts and discussions is forthcoming in March 2019.

ENCATC CONTACT: [Maria Luisa Catoni](#)



LuBeC 2018. A great success for the 14th edition dedicated to the Cultural Heritage

BY ANNALISA GIACHI, ENCATC MEMBER

The 14th edition of LuBeC-Lucca Beni Culturali, a two-day of workshops, talks and laboratories dedicated to the cultural heritage, technology and innovation, which took place on 4-5 October at the Real Collegio of Lucca.

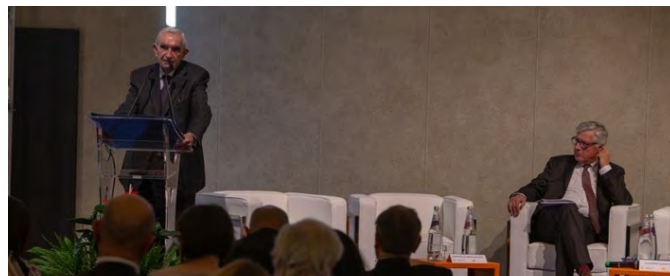


LuBeC 2018 has been dedicated to reflection on the themes of the European Year of Cultural Heritage, in line with its general objectives: to **promote the role of cultural heritage as an essential component of cultural diversity and intercultural dialogue**.

The conference: "Innovation and museums: directors talk " was introduced by **Antonio Lampis** - Director-General of Museums at MiBAC, he said: *"The directors of Italian museums are like heroes, because they manage a flow of visitors which is constantly increasing. A lot of buildings are adapted to a museum, but require extensive work to ensure safety, maintenance and protection. Despite these difficulties, the directors are able to do a great job of welcoming."*



The "Lectio Magistralis" of **Giuseppe Guzzetti**, President of Acri and Cariplo Foundation, was focused on the role of the foundation and culture, as a factor for the growth of the social capital, as he said: *"Foundations have always given great attention to art and culture. Where there is culture there is no division and clash. Culture as social cohesion"*.



The talk: "Culture of accessibility and accessibility to culture" has been another focus-topic at LuBeC. Iacopo Melio, journalist and author of the book "Faccio Salti Altissimi", talked with **Massimo Marsili** and **Mauro Felicori** about accessibility and architectural barriers. *"Our Country is still far from acceptable standards, it lacks a culture, which make accessible the artistic heritage"*.



At LuBeC there was also the **5th edition of CreaTech**, an hackathon of creativity. The teams have developed, in 24hours, a software applications between culture and gastronomy on the territory of Parma and its province. The team Girotondo has won the first prize, for the ability to integrate the territory with the city of Parma. The teams SkyLab e Weiji have been awarded the second and the third prize.



LuBeC 2018 is an event organized by **ENCATC member PROMO PA Foundation**, with the sponsorship of the MiBAC, Tuscany Region, Municipality of Lucca, Cassa di Risparmio Foundation of Lucca, Banca del Monte Foundation of Lucca and Azimut.

FOR MORE: <https://www.lubec.it/en/>

ENCATC CONTACT: [Annalisa Giachi](#)



The Balkans Transformed – new issue of the HERITO quarterly

Do the Balkans still have, as Churchill suggested, "more history than they can stomach"? Are they still the "European Orient", or a noble buffer zone? What is the condition of literatures of Balkan "smaller languages" and wherein lie their hopes? Or perhaps the old Balkans are no longer there, while its nations are merely stronger or weaker narratives? These are among the leading questions posed in the 30th issue of "Herito" quarterly.

The **Balkan region, as a cultural and historical palimpsest**, is discussed by Robert Alagjovzovski, the former minister of culture of Macedonia. Olimpia Dragouni **analyses the history of Greek-Macedonian relations**, Ivan Čolović **examines the Balkan-related discourse**, Rigels Halili tries to answer the question about the **identity of present-day Albanians**, Ewa Wróblewska-Trochimiuk investigates **visualisations of Balkan trauma in contemporary art**, Arian Leka considers **why Albanian literature is becoming invisible**, while Viktorija Aladžić describes the **history of one of the most beautiful synagogues of Austria-Hungary** in the Serbian city of Subotica.



Of special interest is Małgorzata Rejmer's reportage about **different faces of Tirana**. **Painful memories of the Balkans** are discussed by Aleksandra Wojtaszek, who examines Kosovo's Pristina and Mitrovica. The issue features also Ziemowit Szczerek's account of his journey to Novi Pazar in Sandžak – a geographical and historical region bordering Serbia and Montenegro.

The new issue closes with an extensive excerpt from "Black Lamb and Grey Falcon" by Rebecca West (1892-1983) – an acclaimed British writer and journalist, described as „the best journalist in the world”, whose works have not been published in Polish before.

LEARN MORE HERE: <http://mck.krakow.pl/bookshop/55>

ENCATC CONTACT: [Agata Wasowska-Pawlik](#)

"What is Resilience Anyway?" TAA's Research on resilience in the cultural sector commissioned by Arts Council England

Over 1,000 colleagues across the cultural sector shared their views on this challenging question in the course of this research:

- How is resilience currently understood in the arts and culture sector?
- Are organisations becoming more resilient and, if so, how are they doing this?
- What opportunities might there be to develop the sector's resilience in the future?

Opinions were divided and hotly debated but a number of important themes emerged; read the report [here](#). Commissioned by Arts Council England – see their comment [here](#) – and developed by Golant Media Ventures, the enterprise arm of The Audience Agency, **the report raises questions about the future practice and purpose of the cultural sector**. We hope to discuss these questions further at a public debate later this year.



FOR MORE INFORMATION: <https://www.theaudienceagency.org/news/arts-council-report-what-is-resilience-anyway>

ENCATC CONTACT: [Jonathan Goodacre](#)





ENCATC EU PROJECTS

HERITAGE PRO

New HERITAGE-PRO project holds kick-off meeting in Mainz, Germany



Heritage Pro kick-off meeting.

ENCATC is proud to be part of a European consortium for a new project **"Heritage Pro: Interdisciplinary Training for Professionals of Different Disciplines towards Sustainable Management and Preservation of Cultural Heritage"** selected for funding under the Erasmus+ programme of the European Union.

On 17 and 18 October in Mainz, Germany project partners including ENCATC gathered for the **kick-off meeting** organised in cooperation with Kultur und Arbeit and Entwicklungsagentur Rheinland-Pfalz in the "Erthaler Hof" (an historic building). In addition to the working programme for the consortium, the agenda included a **study visit to the Temple of Isis & Mater Magna** (the remains of a Roman temple under what is today a commercial shopping mall). The group also met Mr. **Frank Sprenger**, Head of Centre for Restoration and Preservation of Historical Monuments of the Chambers of Crafts, Koblenz. Together they discussed **the challenges of continuing training and lifelong learning for professionals working in heritage restoration**.

Having started on 1 September 2018 and lasting for 24 months, this **project aims at developing a curriculum and training scheme for public and private heritage managers** who are not necessarily restorers or conservators by education, but have to manage tasks with very different professional groups, including "traditional" heritage preservation actors like art historians, restorers, conservators, architects and town planners as well as

craftspeople, construction companies and real estate developers. The project will also **strengthen new key competences in continuing VET** and will focus on **work-place learning** by a particularly participative approach to heritage preservation.

The project consortium is composed of ENCATC along with Kultur und Arbeit e.V., a knowledge provider based in Germany; the Spanish Association of Cultural Heritage Managers, an Independent, non-profit organization in Spain; Uppsala University in Sweden; Entwicklungsagentur Rheinland-Pfalz, a Regional development agency in Germany; and the Institute for Property Research, a real-estate developer organisation based in Austria.

CONNECT

Launched Twin Track Programme in Audience Development in the Cultural Sector

On the 4th of October 2018, the training programs **Expert Diploma in Cultural Audiences** (aimed at postgraduate students) and **Expert in Audience Strategy** (aimed at practitioners) have been **launched at the University of Deusto** headquarters in Madrid, organized by the Leisure Studies Institute.

The day after, the training a **postgraduate study programme** (2 semesters) has been **launched at Faculty of Social Sciences - Adam Mickiewicz University in Poznań** in close cooperation of City of Warsaw (CONNECT project partner) and City of Poznan (CONNECT associated partner). Cultural institutions from both cities participate in the programme.

These **two "twin-track" programs** have been designed **within the framework of the European project Erasmus+ Knowledge Alliance CONNECT – Connecting Audiences** with the objective to **promote an innovative cooperation between universities and enterprises in the cultural sector** across Europe, and to **bridge the gap between the academic world and cultural sector**. The Leisure Studies



CONNECT Twin Track programme launches in Spain (left) and Poland (right)

programme(PL): <http://kulturoznawstwo.amu.edu.pl/studia-podyplomowe/>

More information about CONNECT: <http://connectingaudiences.eu/>

TRACES

Traces, "TRansnational Accelerator for a Cultural and Creative EcoSystem"

The University of Salento - Department of Management and Economics, a member of ENCATC, is the lead beneficiary of this project in cooperation with two Italian partners, the Tecnopolis Science and Technology Park of Bari and the Creative Apulia Cluster Association, and two Greek partners, the Hellenic Management Association and the Chamber of Achaia. Associated Partners are ENCATC – European Network on Cultural Management and Policy and the Foundation for Ethical Finance.

TRACES project, financed under Priority Axis 1 – Innovative and Competitiveness, with a budget of about 1 Million euro, **focuses on cultural and creative micro and small and medium enterprises (CC MSMEs) in Apulia and Western Greece regions and addresses the common challenge to promote creative entrepreneurship** as a key contributor to competitiveness across all economic and social sectors.

Traces will develop **a creative service exchange ICT platform**, where creatives can share services between Greece and Italy. The project will implement 10 Local Atelier, 5 in Puglia and 5 in the Region of Western Greece as public spaces to reuse according to the Apulia Urban Lab Model to offer co-working and cross-fertilization services. In addition, the 1st edition of the creativity trade fair, as a biennial event, will be organized, where creatives, entrepreneurs and stakeholders will involve in a creative networking business trip across Puglia and Greece.

Interreg V-A Greece-Italy Programme is an European Territorial Cooperation Programme that aims to help public institutions and local stakeholders to develop cross-border projects and pilot actions and to create new policy, products and services, with the final goal to improve the citizens' quality of life. Strategically, the programme will enhance innovation in a number of fields such as blue growth, tourism and culture, agro food and cultural and creative industries. Interreg V-A Greece-Italy Programme aims to get maximum return from EUR 123 million financed per 85% by European Regional Development Fund (ERDF) and per 15% by the 2 member states through a national co-financing.

Institute of the Faculty of Social and Human Sciences at the University of Deusto (ES) is the leader of the project in which different institutions participate: Asimétrica (ES), partner of The Audience Agency (UK); ICCE of Goldsmiths, University of London (UK); Fondazione Fitzcarraldo (IT); MeltingPro (IT); Encatc (BE); Center for Kunst & Interkultur (DK); Department of Culture of The City of Warsaw (PL) and Adam Mickiewicz University in Poznan (PL).

The first edition of this training will be taught simultaneously during the 2018-2019 academic year in five European countries: Spain, Italy, Denmark, Poland, and the United Kingdom.

These training programs **address the main challenges faced by cultural management in the changing universe of audience development**. They offer the theoretical and practical tools necessary to understand different types of audiences, including the development of strategies and ideas to intervene in the field of culture, which will help to promote and lead far-reaching changes within institutions and organizations from the cultural sector. Hence, the two programs **answer the fundamental questions regarding the understanding and management of audiences**.

The great benefit of these Expert programs consists of an innovative methodological approach that promotes collaboration between the academic world and the professional sector. **Both programs are anchored in a research-action methodology oriented towards audience development**. This will be designed and conducted in a collaborative way between students, professionals, and organizations. The aim is to **share skill-building activities through the development of leadership competencies, along with practices based on excellence and entrepreneurial attitudes** that enable the adaptation to an ever-changing sector.

We face then an ambitious pilot project in the field of audience development in the cultural sector, which is in a continuous process of improvement with the aim to shape its offer for the following years.

More information on Expert Diploma in Cultural Audiences (ES): <http://audiencias.deusto.es/>

More information on Expert in Audience Strategies (ES): <http://publicos.deusto.es/>

More information about the postgraduate study





EU POLICY DEVELOPMENTS

The latest policy developments impacting our field

PARLIAMENT / EDUCATION:

MEPs hear proposal for a Regulation for the Erasmus programme (2021-2027)

On 22 October 2018 in Strasbourg, the Committee on Culture and Education heard Milan Zver (EPP) present his draft report on the proposal for a Regulation for the Erasmus programme covering the period 2021-2027. The proposal defines specific objectives for each of the three action areas of the programme (education and training, youth and sport). Each of these three areas would be structured around three key actions: "learning mobility" (key action 1); "cooperation among organisations and

COMMISSION / EDUCATION:

Expected €3 billion budget to help create European Universities in 2019

On 24 October the Commission published its 2019 call for proposals for the Erasmus+ programme. From an expected budget of €3 billion for next year, €30 million has been set aside for dedicated European Universities. This is a new initiative that was endorsed by European Union leaders at the Gothenburg Social Summit last November, and part of the push towards establishing a European Education Area by 2025. As part of the 2019 call for proposals, the Commission will launch a pilot

COMMISSION / EDUCATION:

New online tool to measure how well Europe and Asia are connected

On 19 October in Brussels, as a deliverable of the 12th Asia-Europe Meeting (ASEM) Summit in Brussels, the European Commission presented the ASEM Sustainable Connectivity Portal – an online tool offering a wealth of data on the political, economic and social relationship between the two continents. The study also demonstrates that better connected countries have lower levels of poverty, more equal societies and more students in tertiary education. The ASEM Sustainable

COMMISSION / CULTURE:

Digital single market: a directory of European films to facilitate on-line access

On 18 October in Lyon, France, on the occasion of the *Marché international du film classique* (International Classic Film Market), Mariya Gabriel, the Commissioner for Digital Economy and Society, presented the prototype of a directory of European films, a key action of the Digital4Culture strategy which is also part of the European Year of Cultural Heritage 2018. Launched with the assistance of the European Audiovisual Observatory, the new directory will help professionals, the public

COMMISSION / EDUCATION:

First Croatian Erasmus+ Master Loan agreement signed

On 18 October, the European Investment Fund (EIF) and Privredna banka Zagreb (PBZ) signed the first Erasmus+ guarantee loan agreement in Croatia for mobile master's students. This agreement will provide financial support for students from Croatia, studying for their Master degree in one of the 33 Erasmus+ Programme Countries. The EUR 600,000 agreement between EIF and PBZ is the first in Croatia under the new Erasmus+ loan guarantee scheme financed by the European Union

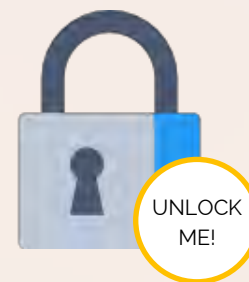
COMMISSION / CULTURE:

European Union is a world cultural superpower

On 9 October in Frankfurt, EU High Representative for Foreign Affairs Federica Mogherini called the European Union a world cultural superpower in her keynote speech at the opening of the 2018 Frankfurt Book Fair. "Culture is an integral part of our European foreign policy. We are by definition, as Europeans, a soft power. And even now that we are investing more than ever in developing our hard power – that sometimes is needed – our European Defence, our strategic autonomy that



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ENCATC members can adapt and prepare to changes in our field thanks to a monthly round-up of key EU policy developments. For teaching, project ideas, curricula development, advocacy and more,

staying on top of what's impacting our fields means staying on top of your game.



"Staying on the top of developments in EU policies is crucial for my cultural innovation work in order to make informed and strategic decisions about partnerships and initiatives." - Damien Helly, Belgium, ENCATC member

COMMISSION / CULTURE:

EU-backed loans for creative Polish firms

On 27 September, the European Investment Fund (EIF) and Poland's Bank Gospodarstwa Krajowego signed a counter-guarantee agreement for loans to Polish small and medium-sized enterprises (SMEs) active in sectors such as visual arts, design, books and music. Supported by the Cultural and Creative Sectors Guarantee Facility under the EU's Creative Europe programme, some 3,000 Polish firms in the cultural and creative industries are expected to gain access to around EUR 125

COMMISSION / CULTURE:

Commission supports Member States to boost education systems and skills improvement

On 27 September, the European Investment Fund (EIF) and Poland's Bank Gospodarstwa Krajowego signed a counter-guarantee agreement for loans to Polish small and medium-sized enterprises (SMEs) active in sectors such as visual arts, design, books and music. Supported by the Cultural and Creative Sectors Guarantee Facility under the EU's Creative Europe programme, some 3,000 Polish firms in the cultural and creative industries are expected to gain access to around EUR 125

COMMISSION / EDUCATION:

Education matters among key issues at the 73rd UN General Assembly

The 73rd UN General Assembly held in New York City was opened on 18 September 2018 and lasted for nine working days. On 24 September, Federica Mogherini, High Representative of the Union for Foreign Affairs and Security Policy / Vice-President of the Commission, spoke at the launch of UNICEF's Generation Unlimited, a new partnership to get every young person into quality education, training or employment by 2030. Christos Stylianides, European Commissioner for

COMMISSION / EDUCATION:

European Parliament to host Public Hearing on Education on the Digital Era

On 24 September in Brussels, the European Parliament's Committee on Culture and Education will host a Public Hearing on Education on Digital Era. As technological change continues to accelerate, the digital economy is rapidly permeating the whole of the world economy, making digital skills key for almost everyone. All forms of education and lifelong learning may need to be adjusted to take advantage of new digital technologies. The hearing focused on all the many changing aspects

COMMISSION / EDUCATION:

The new student: flexible learning paths and future learning environments

On 20 September in Vienna, Commissioner for Education, Culture, Youth and Sport, Tibor Navracsics gave an opening speech at a conference on the future of higher education "The new student: flexible learning paths and future learning environments" organised by the Austrian Presidency and the European Commission. The event brought together around 150 government officials, practitioners and stakeholders working in higher education. Over two days discussions will



COMMISSION / EDUCATION:

Young Talent Architecture Award reveals winners in 2018 Ceremony

On 20 September, the Architecture Biennale di Venezia hosted the second award ceremony of the Young Talent Architecture Award (YTAA) at Palazzo Michiel. The four YTAA Winners in 2018 – selected from 334 projects submitted by 451 students – are Hendrik Brinkmann (Germany), Julio Gotor Valcárcel (Spain), Matthew Gregorowski (United Kingdom), and Loed Stolte (Netherlands). As part of the European Year of Cultural Heritage, the 2018 winners participated in a debate

COMMISSION / EDUCATION:

MEPs vote in favour of laying down the legal framework for the European Solidarity Corps

On 11 September in Strasbourg, Members of the European Parliament voted in favour of laying down the legal framework for the European Solidarity Corps. The European Solidarity Corps aims to be the EU's main entry-point for young people wanting to volunteer or work on projects to benefit communities and people across Europe. The idea is to give young people the opportunity to acquire valuable competences for personal, social, civic and professional development, including learning

COMMISSION / EDUCATION:

Commission to contribute to G20 meeting of Ministers of Education and Labour

On 6 and 7 September, the G20 meeting of Ministers of Education and Labour took place in Mendoza, Argentina. This year's G20 gathering focused on "Fostering opportunities for an inclusive, fair and sustainable future of work". As these topics are at the core of the European Pillar of Social Rights, the Commissioner for Employment, Social Affairs, Skills and Labour Mobility, Marianne Thyssen presented European initiatives taken under the Juncker Commission in this area. The main outcomes of

COMMISSION / EDUCATION:

Juncker Plan: €300 million for Italian SMEs in creative and cultural sectors

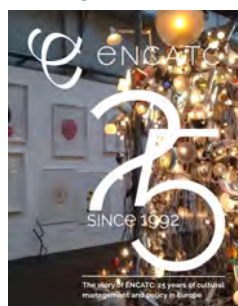
On 3 September, the European Investment Fund (EIF) and Italy's national promotional institution Cassa Depositi e Prestiti (CDP) signed an agreement under the Cultural and Creative Sectors Guarantee Facility of the EU's Creative Europe Programme. The aim is to generate €300 million in new financing for around 3,500 SMEs in the cultural and creative sectors in Italy. The agreement is supported by the EU budget under the Juncker Plan's European Fund for Strategic Investments

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The story of ENCATC: 25 years of cultural management and policy in Europe



Social Media Toolkit for Cultural Managers



ENCATC Journal of Cultural Management and Policy, Vol. 7



Public-Private Partnership in the Cultural Sector. A Comparative Analysis of European Models

BY ELENA BORIN

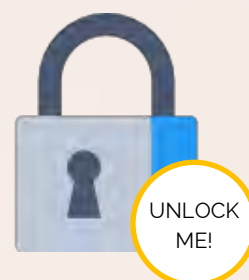


Fair Cooperation. A New Paradigm for Cultural Diplomacy and Arts Management

BY ANNIKA HAMPEL



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- Romina Surace, Senior researcher
Symbola Foundation, Italy
ENCATC member



NEWS FROM OTHER ORGANISATIONS



UNCTAD launches discussion group for shared resources and information on the global creative economy

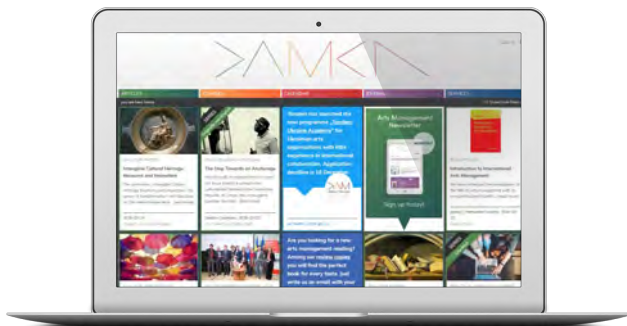


The UNCTAD Creative Economy Network is a platform for those interested in developing the creative economies of all nations, everywhere. It is a network of people and organizations from around the world who share information, collaborate, and offer insight into their creative economies, industries and research into this exciting contributor to the global economy. Hosted by UNCTAD's Creative Economy Programme, it aims to be: one of the primary platforms for shared resources and information on the global creative economy; a site for linking collaborators; and a facilitator of the flow of open source information and opportunities. Join the group today!

JOIN HERE:

<https://www.facebook.com/groups/223661184910751/>

The Arts Management Network has a new website!



The Arts Management Network is an international platform for arts managers, researchers, students, policy makers, journalists and professionals in the arts and creative sector around the globe.

The new website hopes to make it easier for visitors to take advantage of AMN's aim to shed light on new approaches to the roles and challenges for arts managers in the context of global developments with a special, but not exclusive focus on non-Western countries.

LEARN MORE: www.artsmanagement.net/

Culture Agora now available in Italian and Arabic



Culture Agora, a freely accessible platform for cultural and creative industries. The easy-to-use wiki platform, which is probably the largest multilingual, free-access space dedicated to cultural and creative organisations and practitioners has been upgraded to facilitate user's navigation through contents in 7 different languages: English, French, Spanish, Netherlands, German and now, Italian and Arabic. This expands its usability and accessibility.

Cultural Agora continues to support collaborations in the arts and to increase the visibility of cultural organizations in Europe and beyond, creating greater overall connectivity.

LEARN MORE: www.cultureagora.com/en/home

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[ENCATC.ORG](https://encatc.org)



NEW! Check us out online for inspiring stories of arts and cultural organisations that have successfully design and implemented a **“green action plan”**.

ENCATC is sharing **7 exclusive articles** from Julie's Bicycle in a series called the **“Creative Climate Movement”** with the aim to **empower** our members, stakeholders and followers **with cultural responses to climate and environment**.

The 5th article on **“[Collaboration](#)”** has been published!

Thanks to this cooperation ENCATC is able to offer to educational and cultural operators in Europe and beyond a series of **inspiring stories** that should **change our practices** and allow us to **transform our own office in a**

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ENCATC NEWS, ISSUE N°120

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PUBLICATION DATE OF THIS ISSUE: 31 October 2018

PUBLISHER: ENCATC, The European network on cultural management and policy, Avenue Maurice 1, 1050 Brussels, Belgium

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LAYOUT DESIGN & PRODUCTION: Elizabeth Darley

COVER PHOTO: "[Festival in front of church \(Malta\)](#)" from the EYCH photobank

ILLUSTRATIONS, IMAGES & ICONS: From Freepik.com and from Flaticon.com unless stated otherwise.

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Co-funded by the
Creative Europe Programme
of the European Union



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ENCATC News is a trusted source for what is happening in the wide field of cultural management and policy. Since its creation, ENCATC has dedicated itself to keeping its members abreast of the latest developments in the field, as well as highlighting a plethora of opportunities for them to deepen their knowledge and advance the visibility of their institutions as well as their careers. Furthermore, in each issue our readers can learn from peers in the ENCATC in Contact interview series, see what other members and cultural organisations are contributing to the field, and consult recently published books, studies, and reports.

ENCATC News is an electronic newsletter produced for ENCATC members by the ENCATC Secretariat in Brussels. A shorter *Digest* version is made available to non members.

ENCATC IS THE LEADING EUROPEAN NETWORK ON CULTURAL MANAGEMENT AND POLICY.

It is an independent membership organisation gathering over 100 higher education institutions and cultural organisations in over 40 countries. ENCATC was founded in 1992 to represent, advocate and promote cultural management and cultural policy education, professionalize the cultural sector to make it sustainable, and to create a platform of discussion and exchange at the European and international level.

ENCATC holds the status of an NGO in official partnership with UNESCO, of observer to the Steering Committee for Culture of the Council of Europe, and is co-funded by the Creative Europe programme of the European Union.

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